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The Army Re-looks Common Tasks Focusing On the Iraq/Afghanistan Experience

**73rd Military Operations Research Society Symposium
June 2005**



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Army Re-Look of Common Tasks



What is a “Common/Critical Task”?

Common Soldier Task: An individual task performed by all Soldiers regardless of skill level or rank. An enlisted common skill level 1 task.

Critical Task: An individual task that a Soldier must perform to accomplish their mission and duties and survive in the full range of Army operations. Critical tasks must be trained.



Army Re-Look of Common Tasks



Occupational Analysis Common Task Background

Officers: In the early 1980's as part of the Review of Training and Education for Officers (RETO) the Army Occupational Survey Program (AOSP) included common tasks in Branch level (e.g., Infantry Officer) surveys.

Warrant Officers: In the mid-late 1980's as part of the occupational analysis done to support the Warrant Officer Training System (TWOS) effort the AOSP included a limited number of common tasks in MOS level surveys.

Enlisted: In 1998 -1999 ARI supported by the Institute for Job and Occupational Analysis conducted a large scale survey of enlisted common tasks for the U.S. Army Sergeants Major Academy.



Army Re-Look of Common Tasks



Project Background

In January 2003, ARI anticipating the conflict with Iraq, submitted a proposal to the Army's Deputy Chief of Staff G-1 (Personnel) to measure Common Task (CT) performance in Iraq/Afghanistan.

The G-1 approved the project in April 2003 and provided initial funding in late June of that year.

The Army's Training and Doctrine Command (TRADOC) was briefed on the project in August 2003 and agreed to sponsor the project.

In December 03 TRADOC tasked the CT Executive Agents to support the work and provide officer, warrant officer and enlisted CT lists.



Army Re-Look of Common Tasks



Project Objectives

Develop comprehensive officer, warrant officer and enlisted CT lists by skill level/rank.

Construct an automated survey to collect CT data using an E-Mail distribution system and ensure sufficient samples by skill level/rank were obtained.

Include Soldiers in Iraq/Afghanistan as well as recently returned veterans of Operation Enduring Freedom/Iraqi Freedom in the data collection as well as an identifiable group in the database and reporting system.



Army Re-Look of Common Tasks



Project Objectives (Continued)

Include the Active Army, Army National Guard and U.S. Army Reserve in the data collection process.

Ensure the data collected supports the Critical Task selection process as specified in TRADOC Regulation 350-70.

Generate basic data summary reports for the task proponents.

Provide TRADOC and the Executive Agents with a CT database coupled with automated report generation system tailored for their use.



Army Re-Look of Common Tasks



Task Development Process

The TRADOC Executive Agents for officers (Center for Army Leadership – CAL and Army Accessions Command - AAC), warrant officers (Warrant Officer Career Center - WOCC) and enlisted Soldiers (Sergeants Major Academy – USASMA) independently developed task lists in their areas of responsibility Dec 03 – Feb 04.

Representatives from HQ TRADOC, CAL, WOCC and USASMA met at Ft Bliss, TX in late Feb 04 to review and merge (as needed) the three tasks lists – ARI was an observer and AAC was not represented.

In Feb – Apr 04 ARI and HQ TRADOC revised and organized the three task lists. In Jun 04 HQ TRADOC approved the final lists for use after coordination with CAL, WOCC and USASMA.



Army Re-Look of Common Tasks



Task Development Results

Survey Task Lists:

Officer ---- 1113 tasks

Warrant Officer ---- 1284 tasks

Enlisted ---- 1119 tasks

Tasks organized in functions/duties (e.g., First Aid, Risk Management, Leadership).

Each task assigned a unique number that identified the source (officer, warrant officer, enlisted) and skill level/rank.



Army Re-Look of Common Tasks



Questionnaire Development

Questionnaire Development done concurrent with Task Development.

Used INTERFORM, the Raosoft, Inc automated survey software in conjunction with features from the Army's Automated Survey Generator System (AUTOGEN).

Initial goal was one survey instrument but testing with Raosoft's SurveyTaker indicated a need to sub-divide.

Separate sections for incumbent, training emphasis, task performance to standard and additional common tasks (write-in).

Employed random selection within the survey to reduce respondent "burden time".

Used authorized rank of position to branch respondents through the survey.

Extensive use of "If then show" page/text capability.



Army Re-Look of Common Tasks



Scales Used

Task Performance (Frequency)

Do not perform

Rarely (Once/Year)

Seldom (Once/Month)

Occasionally (Once/Week)

Often (A few Times/Week)

Very Often (At least Once/Day)

Mean=
0 to 250

Task Training Emphasis (Skill Level/Rank)

No experience with this task

None

Very Little

Some

Moderate

Considerable

Extremely High

Mean=
0 to 5

Task Performance to Standard (Iraq/Afghanistan)

Yes

No

Did not observe performance



Army Re-Look of Common Tasks

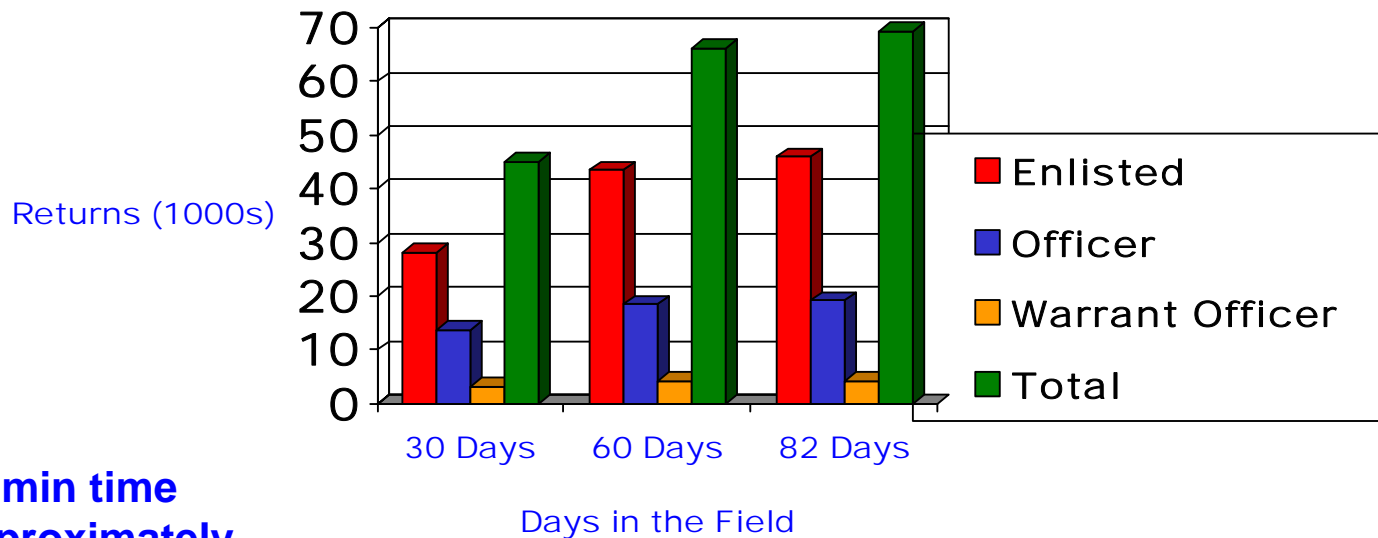


Survey Administration

Surveys were administered entirely by E-mail beginning on 15 Oct 2004 and ending 7 Jan 2005.

Active Army, Army National Guard and U.S. Army Reserve were included in the data collection.

Common Task Survey Useable Survey Returns



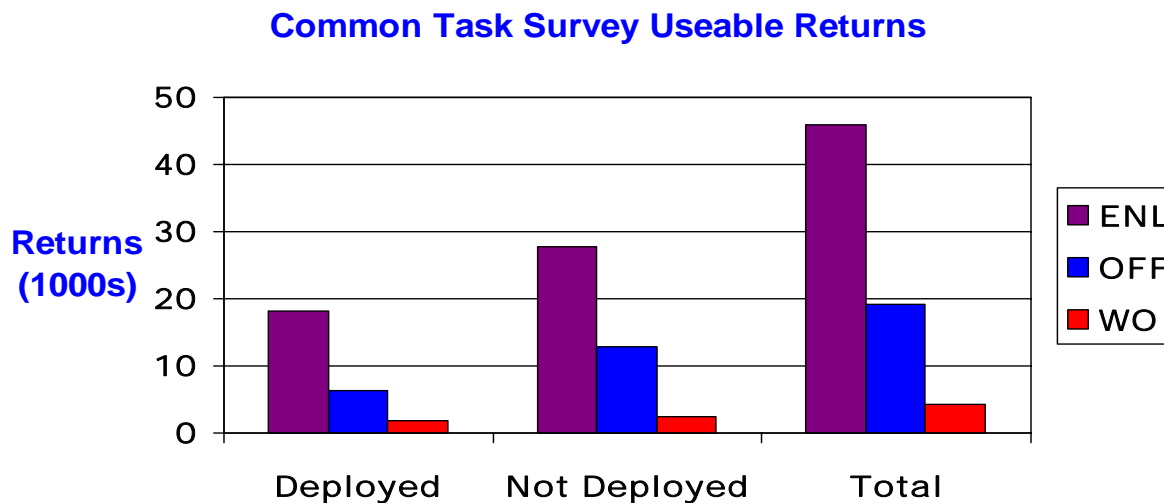
Admin time
approximately
15 minutes



Army Re-Look of Common Tasks



Survey Returns by Deployed and Not Deployed to Iraq/Afghanistan by Category



Percent Deployed:

Enlisted – 39.7%

Officer – 33.5%

Warrant Officer – 40.8%

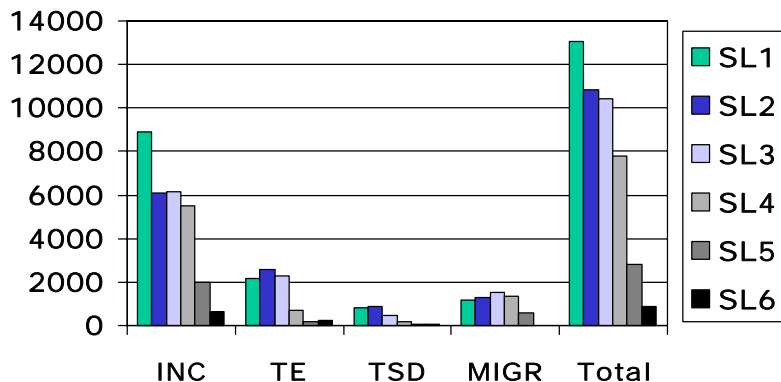


Army Re-Look of Common Tasks

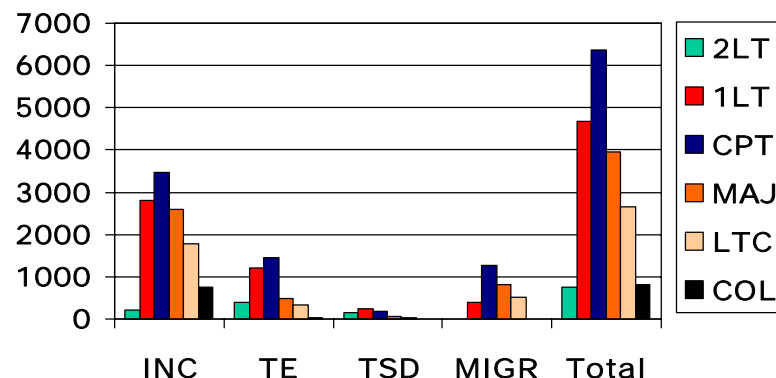


Survey Returns by Scale Type and Skill Level/Rank

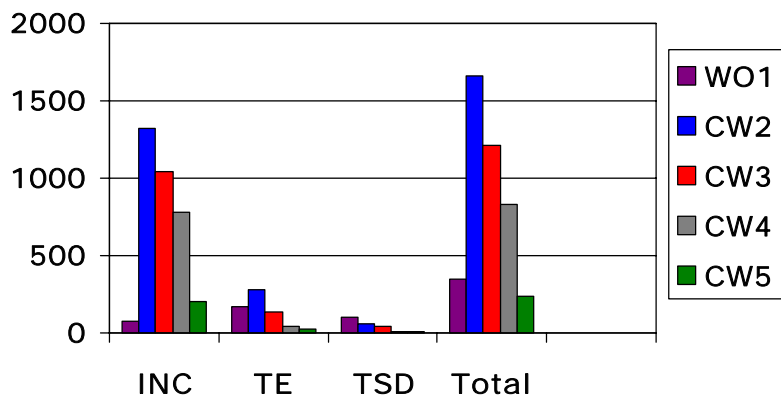
Enlisted Returns



Officer Returns



Warrant Officer Returns



INC = Incumbent

TE = Training Emphasis

TSD = Task Performance to Standard

MIGR = Task Migration



Army Re-Look of Common Tasks



Report Generator

Example Report formats for Common Task Project

Percent Performed and Training Emphasis

Percent Performed and Average Frequency of Performance

Differences in Percent Performed:

Deployed and not Deployed to Iraq/Afghanistan

Adjacent Skill Levels/Ranks (Task Migration)

Within pay grade (e.g., Master Sergeant and First Sergeant)

Type MOS

Differences in Training Emphasis Deployed and not Deployed to Iraq/Afghanistan

Percent Performed by Type MOS by Deployed and Not Deployed to Iraq/Afghanistan

Training Emphasis by Type MOS by Deployed and Not Deployed to Iraq/Afghanistan

Percent Performed by Type MOS

Percent Performed to Standard

Demographics

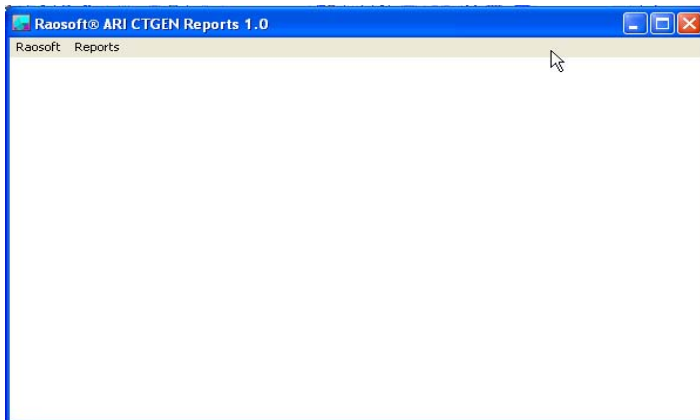
38 Report Formats



Army Re-Look of Common Tasks



Report Generator



Select Active Guard Reserve

Select population to be analyzed

- ☒ ALL cases
- ☐ Active duty ONLY
- ☐ Guard ONLY
- ☐ Reserve ONLY

Select Type MOS/Branch

- ☒ ALL cases
- ☐ CA
- ☐ CS
- ☐ CSS

Cancel Help < Back Next >

Select OR type Query

1. Query by (optional)

NONE

OR Additional query by (optional)

NONE

OR Additional query by (optional)

NONE

OR Additional query by (optional)

NONE

Cancel Help < Back Next >

Select AND type Query

1. Query by (optional)

NONE

AND Additional query by (optional)

NONE

AND Additional query by (optional)

NONE

AND Additional query by (optional)

NONE

AND Additional query by (optional)

NONE

Cancel Help < Back Next >

Set Selection Criteria



Army Re-Look of Common Tasks



Report Generator

Select Rank of position for analysis

Select Rank of position for analysis

☒ E4 ☐ E5 ☐ E6 ☐ E7 ☐ E8 ☐ E9

Tasks per page
15

Training emphasis (TE) 0 to 5
(Red) 3.5 < Yellow > (Green) 3.9
Default settings

Performance (% DO) 0 to 100
(Red) 33 < Yellow > (Green) 50
Default settings

DO (Times/year) 0 to 250
(Red) 10 < Yellow > (Green) 50
Default settings

Training emphasis (TE) Diff
(Green) 0.25 < Yellow > (Red) 0.45
Default settings

Performance (% DO) Diff
(Green) 10 < Yellow > (Red) 15
Default settings

Cancel Help < Back Next >

Set Task Criteria

E4 (SL1) Select report type

Current QUERY text

E4 (SL1) Select report type
01 Performance & TE Tasks in the order surveyed

Show report

Save Save As To WORD

Cancel Help < Back Next > Finish

Display Selection Criteria and Select Report Type



Army Re-Look of Common Tasks



Report Generator

Task Performance and Task Training Emphasis

**SL1 Tasks Percent Performed by Job Incumbents and
Training Emphasis Rated by Supervisors
In Order Surveyed (page 7 of 19)**

Probably Critical

May be Critical

Probably not Critical

Less than 30 cases

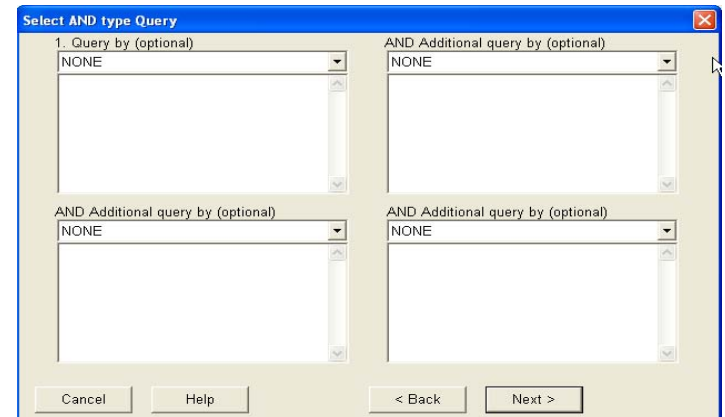
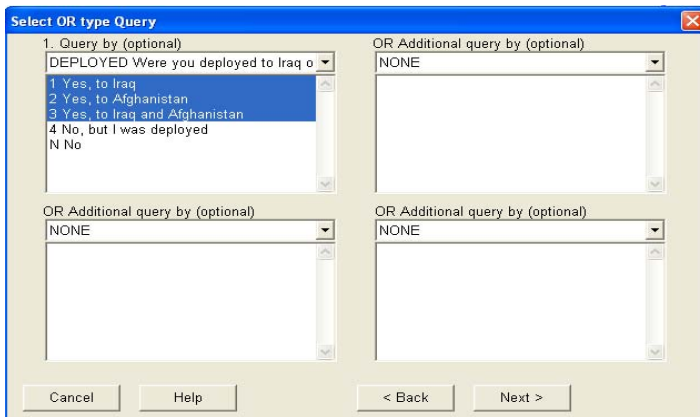
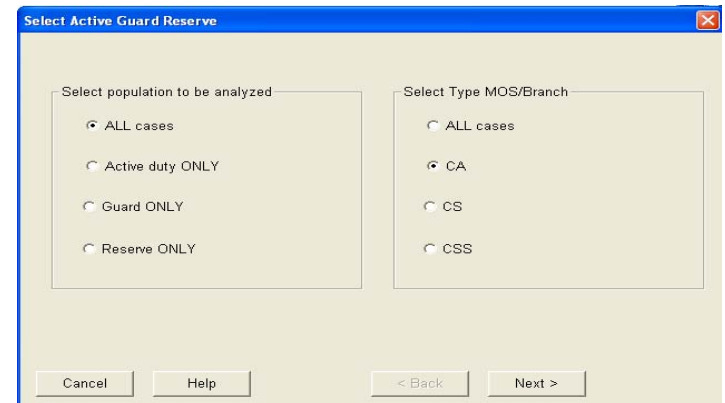
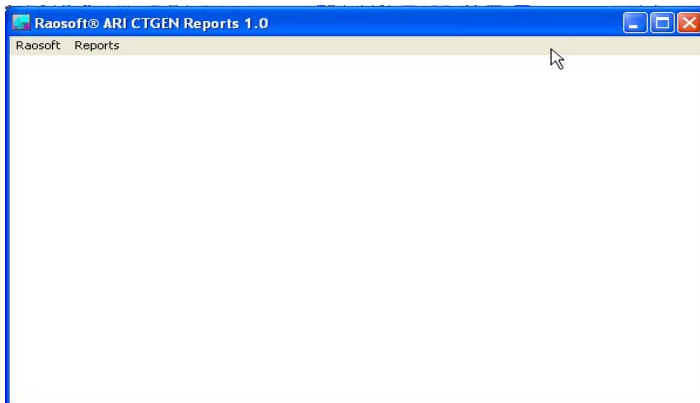
Task	Task name	Percent Performed (N=8899)	Training Emphasis (N=2190)
1091	Move tactically	51	4.4
1092	Move under direct fire	39	4.6
1093	Operate vehicle in convoy	51	4.4
1094	Operate vehicle under blackout conditions	39	4.3
1095	Patrol urban area (dismounted)	29	4.3
1096	Patrol urban area (mounted)	31	4.4
1097	Perform movement techniques during urban operation	32	4.4



Army Re-Look of Common Tasks



Report Generator



Set Selection Criteria



Army Re-Look of Common Tasks



Report Generator

Select Rank of position for analysis

Select Rank of position for analysis

☒ E4 ☐ E5 ☐ E6 ☐ E7 ☐ E8 ☐ E9

Tasks per page
15

Training emphasis (TE) 0 to 5
(Red) 3.5 < Yellow > (Green) 3.9
Default settings

Performance (% DO) 0 to 100
(Red) 33 < Yellow > (Green) 50
Default settings

DO (Times/year) 0 to 250
(Red) 10 < Yellow > (Green) 50
Default settings

Training emphasis (TE) Diff
(Green) 0.25 < Yellow > (Red) 0.45
Default settings

Performance (% DO) Diff
(Green) 10 < Yellow > (Red) 15
Default settings

Cancel Help < Back Next >

Set Task Criteria

E4 (SL1) Select report type

Current QUERY text
CA AND (DEPLOYED= Yes, to Iraq OR Yes, to Afghanistan OR Yes, to Iraq and Afghanistan)

E4 (SL1) Select report type
01 Performance & TE Tasks in the order surveyed

Show report

Save Save As To WORD

Cancel Help < Back Next > Finish

Display Selection Criteria and Select Report Type



Army Re-Look of Common Tasks



Report Generator

Task Performance and Task Training Emphasis

CA AND (DEPLOYED= Yes, to Iraq OR Yes, to Afghanistan OR Yes, to Iraq and Afghanistan)

**SL1 Tasks Percent Performed by Job Incumbents and
Training Emphasis Rated by Supervisors
In Order Surveyed (page 7 of 19)**

Probably Critical

May be Critical

Probably not Critical

Less than 30 cases

Task	Task name	Percent Performed (N=841)	Training Emphasis (N=177)
1091	Move tactically	85	4.7
1092	Move under direct fire	75	4.8
1093	Operate vehicle in convoy	82	4.4
1094	Operate vehicle under blackout conditions	74	4.3
1095	Patrol urban area (dismounted)	74	4.7
1096	Patrol urban area (mounted)	80	4.8
1097	Perform movement techniques during urban operation	78	4.8
1098	Perform preventive maintenance checks and services (PMCS)	87	4.1



Army Re-Look of Common Tasks



Report Generator

Task Performance and Task Training Emphasis

SL1 Tasks Percent Performed by Job Incumbents and Training Emphasis Rated by Supervisors In Order Surveyed (page 7 of 19)

+
 Probably Critical
 May be Critical
 Probably not Critical
 Less than 30 cases

Task	Task name	Percent Performed (N=8899)	Training Emphasis (N=2190)
1091	Move tactically	51	4.4
1092	Move under direct fire	39	4.6
1093	Operate vehicle in convoy	51	4.4
1094	Operate vehicle under blackout conditions	39	4.3
1095	Patrol urban area (dismounted)	29	4.3
1096	Patrol urban area (mounted)	31	4.4
1097	Perform movement techniques during urban operation	32	4.4
1098	Perform preventive maintenance checks and services (PMCS)	59	4.2

Total SL1 and SL1 TE Samples

CA AND (DEPLOYED= Yes, to Iraq OR Yes, to Afghanistan OR Yes, to Iraq and Afghanistan)

SL1 Tasks Percent Performed by Job Incumbents and Training Emphasis Rated by Supervisors In Order Surveyed (page 7 of 19)

+
 Probably Critical
 May be Critical
 Probably not Critical
 Less than 30 cases

Task	Task name	Percent Performed (N=841)	Training Emphasis (N=177)
1091	Move tactically	85	4.7
1092	Move under direct fire	75	4.8
1093	Operate vehicle in convoy	82	4.4
1094	Operate vehicle under blackout conditions	74	4.3
1095	Patrol urban area (dismounted)	74	4.7
1096	Patrol urban area (mounted)	80	4.8
1097	Perform movement techniques during urban operation	78	4.8
1098	Perform preventive maintenance checks and services (PMCS)	87	4.1

Combat Arms MOS Deployed to Iraq/Afghanistan SL1 and SL1 TE Samples



Army Re-Look of Common Tasks



Report Generator

Differences in Task Performance Between Defined Groups

SL1 Tasks Percent Performed by Job Incumbents
(1) Deployed to Iraq/Afghanistan and (2) Not Deployed to Iraq/Afghanistan
Sorted by Difference (page 1 of 19)

Large
Medium
Small
Less than 30 cases

Task	Task name	(1) Deployed Percent Performed (N=3589)	(2) Not Deployed Percent Performed (N=5310)	Difference
1103	Prepare vehicle for convoy	76	35	41
1071	Comply with Rules of Engagement (ROE)	78	39	39
1093	Operate vehicle in convoy	74	36	39
1102	Prepare unit equipment for movement	74	36	38
1105	Provide convoy in-transit security	61	23	38
1073	Conduct operations using night vision devices	67	29	37
1074	Conduct vehicle preventive maintenance checks and services (PMCS)	79	44	35



Army Re-Look of Common Tasks



Report Generator

Task Performance by Defined Groups

**SL1 Tasks Performed by Type MOS
In Order Surveyed (page 7 of 19)**

Probably Critical
May be Critical
Probably not Critical
Less than 30 cases

Task	Task name	CA Percent Performed (N=1505)	CS Percent Performed (N=3729)	CSS Percent Performed (N=3639)
1091	Move tactically	74	52	42
1092	Move under direct fire	64	37	32
1093	Operate vehicle in convoy	69	53	42
1094	Operate vehicle under blackout conditions	61	37	30
1095	Patrol urban area (dismounted)	60	25	21
1096	Patrol urban area (mounted)	62	26	22
1097	Perform movement techniques during urban operation	63	27	23

CA = Combat Arms

CS = Combat Support

CSS = Combat Service Support



Army Re-Look of Common Tasks



Report Generator

Task Training Emphasis by Defined Groups

SL1 Tasks Training Emphasis by Type MOS of Raters by Deployed and Not Deployed To Iraq/Afghanistan for the Raters In Order Surveyed (page 17 of 28)

Probably Critical

May be Critical

Probably not Critical

Less than 30 cases

Task	Task name	CA Deployed (N=177)	CA Not Deployed (N=185)	CS Deployed (N=305)	CS Not Deployed (N=569)	CSS Deployed (N=250)	CSS Not Deployed (N=697)
1161	Engage target with non-lethal weapon	4.2	4.0	3.8	4.1	3.8	4.0
1162	Participate in crowd/riot control	4.5	4.1	4.0	4.1	4.0	4.1
1163	Position yourself in crowd/riot control formation	4.5	4.1	4.0	4.1	4.0	4.1
1164	Camouflage defensive position	3.9	4.1	3.6	3.9	3.8	4.2
1165	Camouflage unit equipment	3.8	4.1	3.5	3.9	3.7	4.2
1166	Camouflage yourself/individual equipment	3.9	4.1	3.5	3.9	3.9	4.2

CA = Combat Arms

CS = Combat Support

CSS = Combat Service Support



Army Re-Look of Common Tasks



Report Generator Critical Task Selection Board Report

1093 Operate vehicle in convoy

Legend: **Probably NOT critical** **May be critical** **Probably critical** **Less than 30 cases**

All		CA		CS		CSS	
Deployed (N=3589)	Not Deployed (N=5310)	Deployed (N=841)	Not Deployed (N=664)	Deployed (N=1554)	Not Deployed (N=2175)	Deployed (N=1190)	Not Deployed (N=2449)
Percent Performing							
74	36	82	53	74	38	69	29
Frequency of Performance/Year (Mean 0 to 250)							
98	10	136	21	87	9	84	7

Training Emphasis (Mean 0 to 5)							
All		CA		CS		CSS	
Deployed (N=732)	Not Deployed (N=1458)	Deployed (N=177)	Not Deployed (N=185)	Deployed (N=305)	Not Deployed (N=569)	Deployed (N=250)	Not Deployed (N=697)
4.6	4.4	4.4	4.3	4.5	4.3	4.7	4.4

----- Write Comments below this line -----

CA = Combat Arms

CS = Combat Support

CSS = Combat Service Support

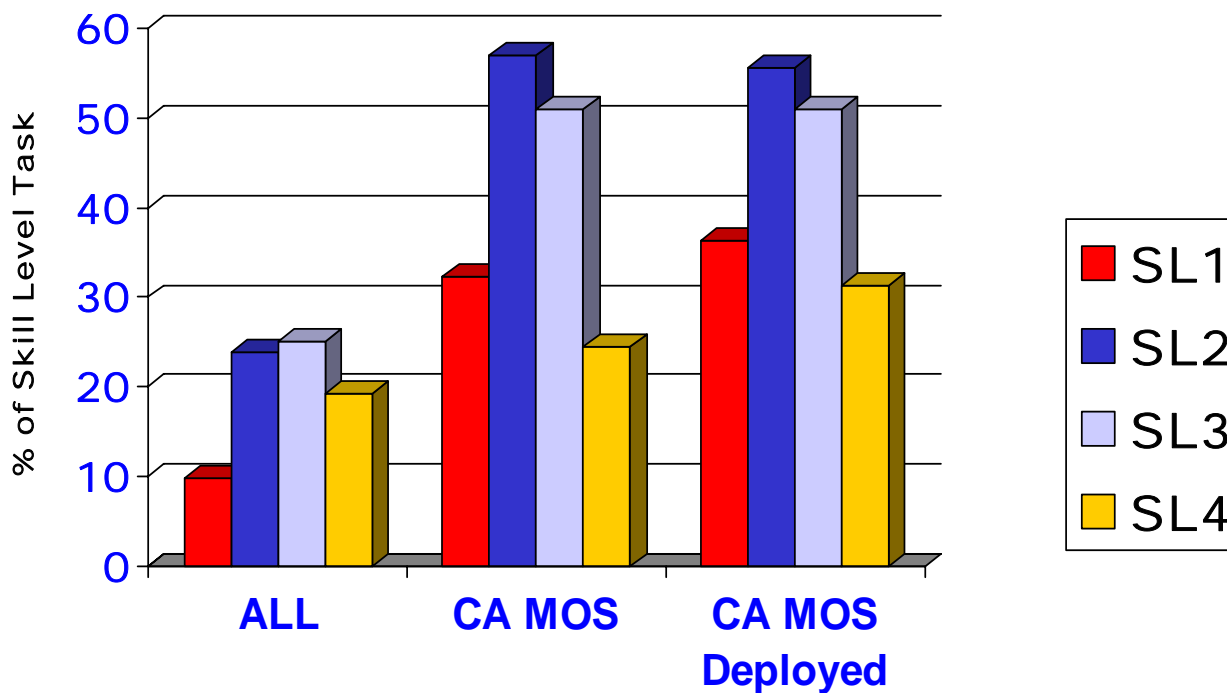


Army Re-Look of Common Tasks



Common Task Evaluation

Percent of Tasks with Percent Performed GTE 50 and Training Emphasis GTE 4



CA = Combat Arms

Type MOS/Deployment Status



Army Re-Look of Common Tasks



Common Task Evaluation

Impact of Type MOS and Deployment to Iraq/Afghanistan

Skill Level 1 Tasks

Percent Performed

Training Emphasis

Safeguard Detainees

Mark Unexploded Ordnance (UXO) Hazards

Process Captive

Patrol Urban Area (Dismounted)

30	57	71
31	53	63
24	44	53
29	60	74

3.9	4.0	4.2
4.1	4.2	4.3
3.8	3.9	4.0
4.3	4.7	4.7

All SL1

SL1 CA MOS

SL1 CA MOS Deployed to
Iraq/Afghanistan



Army Re-Look of Common Tasks



Common Task Evaluation

Summary

ARI has established Common Task databases for officer, warrant officer and enlisted tasks together with a user oriented report generation system.

Comparisons between the task performance of individuals deployed to Iraq/Afghanistan and those who have not deployed reveal significant differences in BOTH directions. These differences are even greater when controlled for Type MOS equal to Combat Arms.

Comparisons between the task Training Emphasis ratings from individuals deployed to Iraq/Afghanistan and those who have not deployed reveal some differences but are much more similar than task performance. Type MOS equal to Combat Arms contributes to greater differences in the ratings.



Army Re-Look of Common Tasks



The Way Ahead

Critical Task Selection Board Process

Enlisted Phase: Scheduled to begin 28 Jul 05

Officer/Warrant Officer Phase: Scheduled to begin 9 Sep